



Women's Foodservice Forum 2007 roadmap Report

Comments from the President

This has been a dynamic year for WFF. With continued impressive growth in membership and sponsorship, the Board of Directors determined that an expanded professional staff, based in Minneapolis, was needed to keep the organization on track to meet its strategic goals. New talent and expanded capabilities were added in all functional areas. Combined with the efforts of our dedicated WFF volunteers, a number of key initiatives along each of our milestones came to fruition in 2006.

Key for the year was accelerating our commitment to providing relevant programming and resources for women at all levels in the foodservice industry. While WFF continues to focus on the needs of Emerging Leaders with enhanced programs, services and events available throughout the year, 2006 saw the launch of various initiatives directed specifically toward the needs of Executive Leaders – now comprising almost one-third of our entire membership base.

In the year ahead, our goals are to stay relevant to all stakeholders, increase efficiencies throughout the organization, define the WFF universe, and remain focused on our core business – developing unsurpassed programs and services that elevate women leaders.

Even with the organization's growth and the expansion of programs and services, we remain, as always, committed to exceptional financial stewardship across the organization.

Looking forward to an exciting and productive year ahead!

Mary Bentley
President, Women's Foodservice Forum

roadmap TO RESULTS

Our goals are bold: to have at least three female members on every foodservice senior team and board by 2010, and to achieve gender parity on senior teams and boards by 2020. How will we get there? With the Roadmap to Results.



More Women in Top Jobs

The realization of our two bold goals:

2010 – Three at the table: at least three female executives on all foodservice senior teams and boards

2020 – Gender parity on senior teams and boards

Organizational Readiness

Support foodservice organizations seeking to leverage the power of gender-diverse leadership through sharing of best practices, published metrics and organizational recognition.

Emerging Leader Development

Provide sound leadership development programming grounded in the WFF 10 Core Leadership Competencies to build personal competence and confidence.

WFF Vitality

Further strengthen the WFF infrastructure, growth and sustainability to ensure unsurpassed programming, services and tools to members and sponsors.

Reflections from the 2006/2007 Chair: Paula Marshall

What does it mean to “elevate women leaders”? For companies, it means harnessing the power of gender-diverse leadership. For individual women, the meaning is much more personal, and much more complex.

For some, being “elevated” simply means reaching the next rung on the career ladder. But for others, it’s about taking initiative and deciding who you want to be and where you want to go. It’s about taking the time to listen to your heart and, once you’ve identified your own “true north”, developing the skills you need to arrive at your heart’s destination.

For me, “elevation” happens when career success and personal fulfillment exist in harmony. And WFF is here to help our members achieve this balance: by enhancing the skills that drive careers forward; by preparing the foodservice industry to receive talented women; and, perhaps most importantly, by providing you with the tools and the inspiration to discover what part of your life you want to elevate. The tools are all here to help you live a complex, fulfilling life where career, family, friends, children, and volunteer commitments all play a part.

Ultimately, what matters most is not just elevating women leaders – but elevating you.

I have been blessed this past year to help women in all stages of their lives and careers. It has been my honor and privilege to serve as WFF Chair and I thank you for your support of the organization. May we continue to elevate women leaders – one individual at a time!



Paula Marshall
2006/2007 WFF Chair
CEO, The Bama Companies

WFF VITALITY

Long Range Planning

Maintaining a long-range view of our future ensures our organization’s vitality. In 2006, significant Long Range Planning initiatives in strategic, business, research and financial planning were launched to guide development of leadership programming at all levels. WFF remains poised for long-term growth and increased relevance to our members, sponsors and the industry.

Sponsorship

In addition to an overall increase in sponsorship for the sixth year in a row, we are pleased to report that multi-year agreements were reached with over 70 companies. These long-term agreements serve as an endorsement of our work and our sponsors’ long-term commitment to our mission and provide the organization with the financial foundation for investment in future program development.

Membership

In 2006, we embarked on a concerted effort to deepen our understanding of our diverse and growing membership base. A full membership survey was fielded in early 2007; results will provide information to facilitate the development of new, high-quality programming for all members.

Building the Brand

With the support of our media partners, WFF is now the 10th largest national foodservice advertiser. Concerted branding and advertising continued in 2006 as we strive to reach more potential members, sponsors and the industry-at-large with our message of the business imperative for gender-diverse leadership. In addition to our increased media presence, WFF strengthened connections with industry leading organizations like NRA, Elliot Leadership Institute, SFM and IFMA.

EMERGING LEADER DEVELOPMENT

WFF Annual Leadership Development Conference

Our signature event, the 2007 conference brought together over 2,900 women and men from all segments of the industry. Over 300 industry leaders participated as facilitators in our Network

with the Leaders™ event – demonstrating their commitment to emerging leaders.

WFF Leadership Competency Assessment (LCA)

Built upon the WFF 10 Core Leadership Competencies, the WFF Leadership Competency Assessment (LCA) was launched in 2006. This online tool allows members to explore their proficiency within each key leadership competency area. The assessment helps members build personal development plans and offers specific suggestions, tools and learning opportunities.

WFF Mentor Program

In the spirit of continuous improvement, significant changes were implemented to strengthen mentor initiatives. Launching in early 2007, our enhanced mentor program will feature a web-based platform to create more effective mentor/protégé matches. Coupled with online facilitation tools, the WFF Mentor Program will make mentoring even more rewarding.

WFF Regional Connects

Now held in over 20 U.S. cities and in Canada, WFF Regional Connects provide a unique opportunity for members to network with peers in their area. Nearly 1,300 women and men attended a Regional Connect in 2006 – double last year's attendance.

ORGANIZATIONAL READINESS

WFF Leadership Luncheon at NRA

At the 2006 NRA, Jackie Trujillo presented the inaugural Jackie B. Trujillo SOAR award (Standard-Setter for Opportunity, Advancement and Recognition) to PepsiCo Inc. for industry-leading accomplishments in gender diversity. With over 700 attendees, Clarence Otis from Darden delivered the keynote address – sharing best practices and the power of building gender-diverse leadership teams.

Groundbreaking Industry Research

WFF continues to lead with groundbreaking research. This year, in partnership with DiversityInc, WFF commissioned a study based on DiversityInc's 'Top 50 Companies' survey to quantitatively measure inclusion in the foodservice industry.

Organizational Assessment Model Development

Additional 2006 research included an initiative to identify organizational roadblocks on the journey to gender-balanced teams. To accompany this work, an assessment model was developed that allows companies to plan and measure progress, and to identify key practices and cultural conditions at each stage.

MORE WOMEN IN TOP JOBS

Expanded Executive Track Programming

To meet the unique needs of senior-level members, we will launch new Executive Track programming and content at this year's Conference. Sessions will focus on personal skill development, organizational challenges, and include seminars on negotiation, corporate boards, and financial acumen.

WFF Executive Women's Summit

This annual event for senior-level women in foodservice offers an unprecedented opportunity to network and participate in an enriched curriculum. Workshops developed in partnership with Kellogg School of Management – lead by acclaimed academics – made the sold-out 2006 WFF Executive Women's Summit an exceptional development opportunity.

Executive Competency Model

An industry first, WFF in partnership with Batrus Hollweg International, conducted an extensive study with leaders from all segments of the industry to identify key attributes leaders need to succeed in executive roles. On the basis of this study, a new Executive Leadership Competency Assessment tool is in development. Future executive-level programming will be based on results.

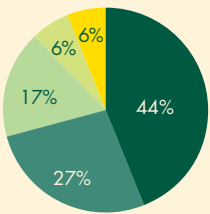
Board Readiness

In 2006, an initiative was launched to facilitate WFF executive members interested in board service and companies interested in improving gender diversity on their boards. With new resources, WFF executive members can access preeminent governance training and education to prepare for Corporate or Advisory board service. WFF Corporate Board Link, a unique service within Board Readiness, connects members with corporate board opportunities. Today, there are nearly 100 board-qualified women in our database.

FINANCIAL VITALITY

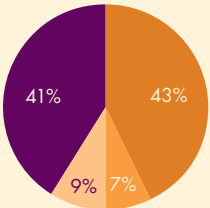
As WFF continues to invest in proprietary research and exclusive programming, the need for financial support increases. We are grateful to our generous sponsors who share our belief in the power of gender-diverse leadership and who increased their financial support of the organization substantially.

Even as the budget has grown to deliver enhanced benefits to a growing membership base, WFF remains committed to organizational discipline and prudence. While expanding programs and activities, WFF has also substantially increased its reserves to provide a solid financial foundation for future initiatives.



2006 Expenses

- Conference
- Administrative
- Communications
- Events
- Programs



2006 Revenue

- Conference
- Other Events/Programs
- Membership
- Sponsorship

2006-2007 WFF BOARD OF DIRECTORS

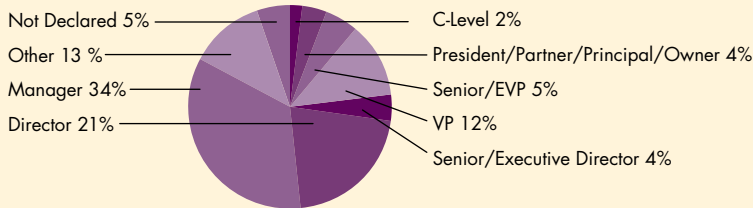
- Mike Archer • President and COO, TGI Friday's
- Caroline S. Bell • Executive VP, Cloud 9 Living, LLC
- Delaney Bellinger • CIO, Yum! Brand, Inc.
- Mary A. Bentley • President, Women's Foodservice Forum
- Jean Birch • President, Romano's Macaroni Grill
- Robin C. Brooks • Chair, Brooks Food Group, Inc.
- Jennifer Convery • General Manager, Griffith Laboratories
- John R. Flood • Senior VP-Sales, King & Prince Seafood Corporation
- Deb Fratrik • COO, bd's Mongolian Grill
- Michele Hoskins • Owner and CEO, Michele Foods
- Maureen O. Hurley • EVP/Chief Administrative Officer, Rich Products Corporation
- Ellen Koteff • Editor in Chief, Nation's Restaurant News
- Susan Mangels • President, Lexington College
- Peggy Marshall • Brand Growth and Communication Consultant, Batrus Hollweg International
- Sherri Maxwell • CEO, Maxwell Enterprises, LLP
- Joyce Mazero • Partner and Practice Leader, Haynes and Boone, LLP
- Veena Puri • Senior Vice President Foodservice Operations and Nutrition Services, ARAMARK Education
- Elsie Romero • VP and General Counsel, Restaurant Services, Inc.
- Paula Shives • Senior VP General Counsel and Secretary, Darden Restaurants, Inc.
- Carin Stutz • Executive VP Operations, Applebee's International
- Gretchen Sussman • VP Business Development, Sara Lee Foodservice

2006-2007 WFF EXECUTIVE COMMITTEE

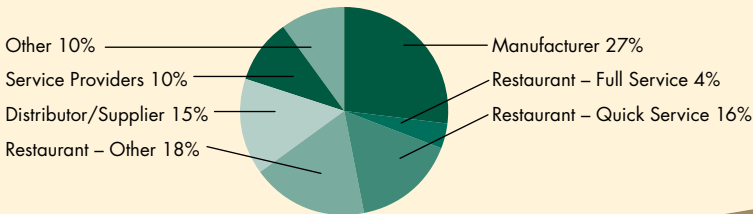
- Paula Marshall, Chair • CEO, The Bama Companies
- Jane Sumner, Chair Elect • VP Sales, PepsiCo Foodservice
- Catherine Corley, Vice Chair • VP Marketing-Business, Sam's Club
- Wendy Beck, Treasurer • SVP and CFO, Whataburger
- Vivian Ross, Secretary • VP Labor Relations, McDonald's
- Debra Gmelin, Ph.D., Member-at-Large • Corporate Director, The Leadership Institute, Humana, Inc.
- Mary O'Broin, Member-at-Large • VP Marketing, Unilever Foodsolutions
- Linda Pharr, Member-at-Large • President and COO, Batrus Hollweg International
- Frank Steed, Member-at-Large • President and CEO, The Steed Consultancy

MEMBERSHIP AT A GLANCE

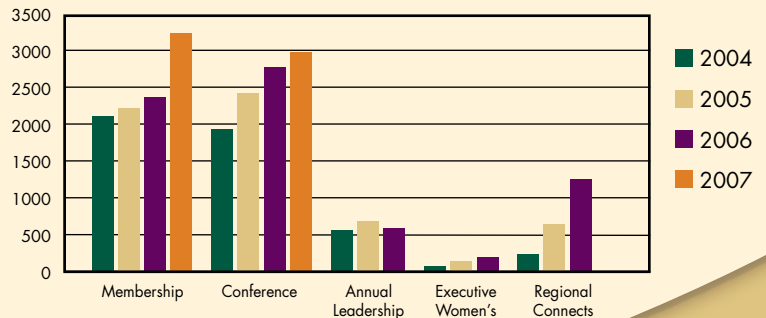
WFF Membership by Job Level



WFF Membership by Company Type



WFF Membership and Event Attendance



The 2007 Roadmap Report is generously sponsored by Cracker Barrel.

